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MOL PROGRAM OFFICE

INSTRUCTION NO. 3

MOL PROGRAM MANAGEMENT ACTIVITIES

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APPROVED

James Ferguson

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MOL PROGRAM INSTRUCTION NO. 3

MOL PROGRAM MANAGEMENT ACTIVITIES

I. INTRODUCTION

Special streamlined management channels have been established for the MOL Program which provide that the Director, MOL is responsible directly to the Secretary of the Air Force and to the Director, National Reconnaissance Office, for the development and operation of the MOL System. Consequently, the Director, MOL has greater responsibility and broader authority than is usual in an Air Force development program.

As a consequence of the unique MOL management structure, the Program is not included in normal Air Force management review channels. Therefore, to insure application of the best collective judgment and experience available at appropriate Government and contractor management levels, and to insure that the minimum essential coordination and information exchange is accomplished, four formal management/coordination/information-exchange groups have been created. These are:

1. The MOL Policy Committee, which advises the Secretary of the Air Force on major Program objectives, management and fiscal matters, interdepartmental and/or interagency matters, etc.
2. The Program Review Council, which assists the Assistant Secretary of the Air Force (R&D)/Director, National Reconnaissance Office in the discharge of his executive management responsibilities for the MOL Program.

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3. The Internal Management Group, which assists the Director, MOL in the discharge of his development management functions.

4. The MOL Executive Council, which provides a forum for discussions among top-level Government and Contractor management of major problem areas, and for the exchange of views and information on overall program matters.

II. PURPOSE

This Instruction sets forth objectives, organization, and operating procedures for meetings of the MOL Policy Committee, the Program Review Council, the Internal Management Group, and the MOL Executive Council.

III. SCOPE

This Instruction is directive upon all elements of the MOL Program and Systems Offices, and is published for the information of other participants in MOL management activities.

IV. POLICY

Regular recurring meetings of the various MOL management activities will be held to the minimum consistent with good management practice. The MOL Policy Committee is expected to meet approximately twice yearly at the call of the Chairman. Either the Program Review Council or the Internal Management Group will normally meet monthly to review status and problems encountered in implementing the approved program. The MOL Executive Council will meet at approximately quarterly intervals. Attachments 1 through 4 hereto describe the purpose, organization, and operation of each management activity.

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V. SECRETARIAT SERVICES

The MOL Program Office (SAFSLP) will provide Secretariat services and function as the office of record for all of the MOL management activities. The time, location, and agenda for specific meetings will be established, coordinated, and disseminated by SAFSLP as far in advance as practicable.

VI. SECURITY

The host SAFSL organization (Program Office or Systems Office) will be responsible for security of the conference facility and for control of access to each meeting. For meetings of the MOL Executive Council at contractors' facilities, security arrangements will normally be monitored by the MOL Systems Office, assisted, as necessary, by the MOL Program Office Security Officer.

VII. EFFECTIVE DATE

This Instruction is effective immediately. MOL Program Instructions 1 and 2 are hereby cancelled.

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THE AIR FORCE MANNED ORBITING LABORATORY (MOL)
PROGRAM POLICY COMMITTEE

1. Purpose. To assist in fulfilling the special management requirements of the Manned Orbiting Laboratory (MOL) Program, and to insure the availability and application of the best collective judgment and experience available from highest management levels of the Air Force, the MOL Policy Committee has been established.

2. Organization. The MOL Policy Committee is composed of the following principals:

Secretary of the Air Force, Chairman

Chief of Staff of the Air Force

Under Secretary of the Air Force

Commander, Air Force Systems Command

Assistant Secretary of the Air Force for Research and
Development

Assistant Secretary of the Air Force for Financial
Management

Assistant Secretary of the Air Force for Installations and
Logistics

Deputy Chief of Staff, Research and Development

3. Operation. The Air Force authority for approval of all actions pertaining to the MOL Program will be the Secretary of the Air Force or his designated representative for Air Force space activities (the Assistant Secretary of the Air Force for Research and Development).

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To provide the requisite managerial review and to assist the Secretary of the Air Force in fulfilling his responsibilities, the MOL Policy Committee will review and make recommendations on all matters including, but not limited to, the following program elements and/or areas:

- a. Establishment of major program objectives.
- b. Proposed changes affecting the MOL Program and/or system capability.
- c. The impact of technological developments on, and arising from, the overall program.
- d. Major management and fiscal problems.
- e. Problems with potential interdepartmental or interagency implications.

The Director, MOL Program, will provide the Committee Secretariat and function as the office of record. The Secretariat will process matters for consideration of, and recommended actions as approved by, the Secretary of the Air Force, arising from deliberations of the Committee.

Attendance or participation in Committee meetings by any other representatives of the Air Staff, field units, or other agencies will be determined by the Chairman, based on the specific agenda and the recommendations of Committee members.

Meetings of the Manned Orbiting Laboratory Program Policy Committee will be convened by the Secretariat as requested by the Chairman based on program requirements and/or recommendations of the Committee members.

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THE MANNED ORBITING LABORATORY
PROGRAM REVIEW COUNCIL

1. Purpose. To accommodate the special management requirements of the Manned Orbiting Laboratory (MOL) Program, and to bring to bear on MOL problems and collective judgment and unique experience of the membership, the MOL Program Review Council (PRC) has been established.

2. Organization. The MOL Program Review Council is composed of the following principals:

Assistant Secretary of the Air Force (Research and Development)/
Director, National Reconnaissance Office, Chairman

Director, MOL Program

Vice Director, MOL Program

Director, SAFSS

Director, SAFSP

The Commander, SAMSO will be invited to participate in PRC meetings when the agenda includes subjects which are of direct interest or pertinent to his responsibilities.

3. Operation. The Assistant Secretary of the Air Force (R&D)/ Director, National Reconnaissance Office, exercises directive authority over all aspects of the MOL Program. Acting within the scope of applicable delegations of authority from the Secretary of the Air Force and the Secretary of Defense, the SAFRD/DNRO is responsible for executive management of the MOL Program, and is

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the final reviewing authority for both the Department of the Air Force and the National Reconnaissance Office in MOL matters. The functions of the MOL Program Review Council are: (1) to provide assistance, support, and advice to the SAFRD/DNRO on matters requiring his personal attention, actions, or decisions; and (2) to identify items to be brought to the attention of the MOL Policy Committee.

The MOL Program Office (SAFSLP) will provide Secretariat services for the MOL Program Review Council and function as the office of record.

Meetings of the Council will be convened at the call of the Chairman, or with his concurrence, with such frequency and in such locations as program requirements dictate. Meeting location will normally rotate between the Washington area and Los Angeles Air Force Station.

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INTERNAL MANAGEMENT GROUP

1. Purpose. The Internal Management Group meeting is intended to provide a forum for informal discussions between the Director and Deputy Director, MOL and their staffs. Emphasis will be placed on surveying program progress and status, identifying actual and anticipated management and technical problems, and formulating corrective action to minimize or eliminate impact on program schedules and objectives.

2. Organization. The Internal Management Group includes the following participants:

Director/Vice Director, MOL

Deputy Director, MOL

Appropriate SAFSL Division/Directorate Chiefs from the Program and Systems Offices

Selected Aerospace and military personnel whose attendance is desired by the Director, Vice Director, or Deputy Director

3. Operation. An Internal Management Group meeting will normally be scheduled during those months when the Program Review Council does not meet. The Director, Vice Director or Deputy Director may request a meeting at any other time he deems appropriate. The Vice Director and Deputy Director, respectively, will host the Washington and Los Angeles meetings. Attendance of the Director and/or Vice Director, and Deputy Director is essential to the purpose of the meeting.

Subject matter may vary considerably from one meeting to the next as a result of changing status and shifting emphasis. All meetings, however, will include a presentation, by the Deputy Director, of a summary of the latest program status and the previous month's activities.

The MOL Program Office will function as the office of record for these meetings.

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MOL EXECUTIVE COUNCIL

1. Purpose. The purpose of the MOL Executive Council Management Meeting (MECM) is to provide a forum for discussion of major problem areas, both current and potential, which have not been resolved by normal management procedures, and for the periodic exchange of views between top-level Government and Contractor management.

2. Organization. The MOL Executive Council will include representation from both the Air Force and Industry. The Air Force members are:

Director, MOL Program, Chairman

Vice Director, MOL Program

Deputy Director, MOL Program

Director, Special Projects

The Commander, SAMSO will be invited, as a member, to those meetings at which the agenda includes subjects which are of direct interest or pertinent to his responsibilities.

Each of the following MOL contractors has designated a top-level executive as Council Representative:

McDonnell Douglas Company (two Representatives)

General Electric Company

Martin Company

Eastman Kodak Company

Aerojet-General Corporation

United Technology Center

AC Electronics Division, General Motors Corporation

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3. Operation.

a. The MECMM is a management device intended for use by the Director, MOL Program, as he deems necessary and appropriate. Attendance, location, and subject matter for each MECMM may therefore vary, as a result of changing requirements and urgent developments, from the nominal situation herein described.

b. The MECMM will normally be chaired by the Director, MOL Program.

c. Attendance at MECMMs will be limited to the top-level executives who comprise the MOL Executive Council, and such others as the Director, MOL Program may elect to invite. An invitation will be extended to the Assistant Secretary of the Air Force (R&D),

d. MECMMs will normally be scheduled on a quarterly basis, with location rotating between Washington, Los Angeles, and Contractors' plants.

e. The MECMM agenda will ordinarily include a brief review of program status to provide a frame of reference. Industry participants will be invited to suggest agenda items appropriate for executive level discussion.

4. Procedures.

a. Approximately six weeks prior to a scheduled MECMM, the MOL Program Office will contact the Council members, advising each of the location and date for the meeting. Members will be invited at this time to suggest agenda items.

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b. Approximately three weeks prior to each scheduled MECMM, the MOL Program Office will prepare and forward to each Council member the formal meeting agenda, roster of attendees, and such other information as may be appropriate.

c. No formal minutes of MECMM proceedings will be published.

d. For meetings at contractor facilities, security arrangements will normally be monitored by the MOL Systems Office. When appropriate because of meeting location, responsibility for security may be assumed by the MOL Program Office Security Officer.

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